

George Brown
The Toronto City College





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CORPORATE MESSAGE

FROM THE PRESIDENT AND CHAIR OF THE BOARD OF GOVERNORS

"George Brown College offers a unique learning environment. Graduates will have the skills to participate in the knowledge economy of the future."

**Lawrence Pentland, Vice President and General Manager,
The Americas, Dell Computer Corporation**



Anne Smith, President,
George Brown College



Shirlee Sharkey, Chair,
Board of Governors

They say that "change is the only constant." You certainly don't have to look very far to see evidence of this reality, especially within the demands being placed on Ontario's colleges and universities.

Rapid development of new technologies creates a need to develop programs of study in keeping with their emergence. The increasing complexity of the financial services sector demands a more sophisticated understanding of the industry, trends and regulations. And on the health sciences front, the call to reinvent health-care delivery grows louder with each passing year.

The hospitality and tourism, and creative arts sectors are also marked by change, which impacts Ontario's post-secondary institutions. The evolution of new "products" makes it essential that faculty in programs, such as culinary tourism, keep one foot in the field at all times. And though opportunities within Toronto's world of creative arts abound, success within these competitive fields demands not only creative ideas, but also high levels of leading-edge technical expertise.

Yes, there is no doubt about it – constant change is our new reality. And if this past year is anything to go by – at George Brown we are ready!

The theme of this year's report is **Connections** and therein lies the secret behind our success. The only way that we can ensure that our students will be successful in the working world is to prepare them by actively collaborating with employers and the community to design and deliver our curriculum. Systematic approaches to understanding employer needs help us stay firmly connected with what is happening now, and where a particular industry is heading.

Based on what we hear both from our graduates, when they begin to work, and from the employers who hire them – a George Brown credential delivers irrefutable value. Our graduates have a reputation of being not just "job-ready" but also "workplace ready" – ready to fit into the organizational structure with meaningful contributions to an organization's success.

The reputation of George Brown and its program offerings is certainly growing through word of mouth. We exceeded our targets this past fiscal year with an 8% enrollment growth in 2004 as compared to 2003. But as successful as we have been, this is not a success that we can claim on our own. It belongs just as much to all of the companies and organizations who provide our students with apprenticeship, internship, externship or co-op opportunities. It belongs to all of those industry, government and community groups who give us their valuable counsel as members of our advisory panels. And it belongs to all of those who support the work of our students and faculty by offering their time, expertise and financial resources.

It is a success we cannot claim exclusively. Neither is it an accomplishment that we can continue on our own. It is for this reason that this past fiscal year marked a critical turning point not only for George Brown College, but also for other Ontario colleges.

On February 7th, 2005, Bob Rae released his long-awaited report on the state of post-secondary education in Ontario. The Rae Review recommended that the government inject \$400 million into the college system by 2007-08 to strengthen its ability to deliver quality education and training for future generations.

The release of the report galvanized Ontario's colleges and resulted in the launch of the "Education that's worth more" campaign. More than 24,500 people signed the petition urging the McGuinty Government to invest in college education and the future success of Ontario's college graduates. Each and every name was delivered to Premier McGuinty and his government. We are proud of GBC's role in this campaign that resulted in the Ontario government stepping up to the plate with a commitment to inject \$6.2 billion over the next five years into post-secondary education in the Reaching Higher Plan.

We applaud the Government of Ontario for initiating change in the last provincial budget, while recognizing that we too must do our part.

Defining how we "do our part" kept us quite busy this year as we worked towards the development of "An Academic Strategy for 2005-2008."

First announced in early 2004 – GBC's Academic Strategy is the culmination of months of consultations, careful analysis and strategic development. The strategy was fully endorsed by senior management and the Board of Governors. It constitutes both an affirmation of the College's best practices developed during its 40-year history, and a collective commitment to continuous improvement and innovation, in light of the needs of the city's students and employers.

We will focus on a single overarching priority – to make excellence in teaching and learning the distinguishing hallmark of a GBC education. In addition, we have two supporting priorities: nurturing academic leaders who inspire, and improving systems and processes that underpin academic excellence. The successful implementation of the College's Academic Strategy is among the College's highest priorities in the next three years and should prove to be an exciting chapter in the history of George Brown.

To those organizations and individuals who have already played a part in the George Brown story – our thanks. With our dynamic network of connections, George Brown will be able to continue to deliver high-quality applied education programs that meet the region's economic, social and cultural needs. And in meeting these needs we will contribute to Toronto's health and prosperity.



Anne Sado,
President,
George Brown College



Shirlee Sharkey,
Chair,
Board of Governors

OVERVIEW OF GEORGE BROWN COLLEGE



Overview

George Brown College (GBC) was formed in 1967 to serve the central core of the present City of Toronto area. And since that time it has become an integral part of the economic, educational and social fabric of Toronto.

Today, George Brown College is one of the largest and most diversified colleges in Canada with three main campuses in downtown Toronto. Our student body – comprising 14,000 current full-time students and 50,000 students registered in continuing education courses – reflects the multicultural population of the city. We foster diversity as a source of strength and offer students a variety of experiences that range from customized workplace training to four-year bachelor's degree programs. The College is supported by more than 1,000 partners ranging from large multinational corporations to small social service agencies.

Our Mission

Working closely with partners from all sectors of our society, George Brown – The Toronto City College – will provide high-quality education that meets the evolving social and economic development needs of the communities we serve, enabling students to succeed in achieving their individual career and life goals.

The George Brown Difference

George Brown has a unique focus among the colleges of Ontario: it meets the needs of the City of Toronto, which is Canada's economic centre and its largest, most diverse urban area. No other post-secondary educational institution is so closely tied to the city, and so clearly recognizes the knowledge and skills that the Toronto area will need to sustain and promote healthy economic growth.

We have...

*Curriculum that is connected to industry; and,
Employees with employer connections.*

We are...

*A school connected to its students;
A college that makes connections in the city; and
A community connected to its neighbourhood.*

And it is these connections that make the difference.



Enrollment

Current Full-time students: **14,000**

Continuing Education registrants: **50,000**

International students: **1,200** +

Campuses

3 in downtown Toronto along with **10** other training facilities. \$70 million investment in new buildings and facilities in 2003.

Bachelor's degrees: 7

Construction and Environment – Regulations & Compliance; Construction Science and Management; Financial Services; Hospitality Operations Management; Nursing; Early Childhood Education (consecutive diploma/degree); Technology Management (offered in co-operation with Bemidji State University, Minnesota).

Diplomas: 62

Post-graduate certificates: **51**

Certificates (including Apprenticeship, skills training, and English as a Second Language): **51**

Employer Satisfaction

99 per cent of employers are very satisfied/satisfied with graduate job performance. (Source: KPI 2005)

Established

1967 by the Government of Ontario to serve the population of the City of Toronto.

Schools

Architecture, Business, Chef School, Community Services, Computer Systems and Networks, Construction, Oral Health Services, Design, Early Childhood Education, Electronics Manufacturing, English as a Second Language, Fashion, Financial Services, General Arts and Sciences, Health Services Management and Technology, Hospitality and Tourism Management, Interpreting and Intervening, Jewellery, Mechanical Technologies, Nursing, Performing Arts, Access, and Wellness and Health Promotion.

Total programs: **150**

Continuing Education credit courses: **1,200**

Student Success

Our students are prepared for careers in the sectors that will shape the city-region's future. Workplace-ready graduates achieve a high degree of success meeting career goals after graduation.

Financial Performance

Ontario college system leader in financial efficiency, with outstanding operating financial performance.

Academic Affiliations and Credentials Member:

Association of Canadian Public Polytechnic Institutes

Association of Colleges of Applied Arts and Technology of Ontario

Association of Canadian Community Colleges
Degree programs approved by the Ontario Post-Secondary Education Quality Assessment Board

FACTS & FIGURES



CURRICULUM CONNECTED TO INDUSTRY

The reason that so many people come to George Brown to start or advance their careers is the same reason that many employers come to the College looking for skilled, knowledgeable workers. And that reason? The quality and range of our programs of study.

We develop and maintain strong connections to industry to ensure that our programs remain current and relevant. Our academic centres are closely aligned with the major sectors that drive Toronto's economy – sectors such as business and professional services, tourism, health care, information technology and community services. And with GBC's new Academic Strategy, we will deepen the *applied* dimensions and *workplace* connections in our courses.

"As a graduate of the Graphic Design program, I can attest to the value of the design education I received at George Brown College. The School of Design is connected to industry, and has developed new courses and programs that integrate design and business. The vision for the future is innovative and exciting."


Paul Rowan,
Co-founder and VP Design, Umbra

New programs evolve to meet marketplace needs

We keep our ear to the ground in a variety of ways. Most of our academic centres have established advisory councils that comprise local leaders in their respective fields. More than 1,300 companies and organizations work with the College, advising on current issues and trends, and making recommendations regarding program curriculum.

The value of being connected can be seen in each new program that GBC launches. In 2004, GBC introduced the new Bachelor of Applied Technology in Construction and Environment: Regulations and Compliance, which is the only degree of its kind in North America. And in 2004-2005, George Brown launched a new degree in Construction Science and Management that began in September 2005. Successfully managing a construction project now requires a solid education in building sciences and practical business training. GBC listened to the industry when it identified the need for such a program and consulted with the industry throughout curriculum development. The result? Ontario's only degree program that meets the demand for increasingly skilled graduates in the rapidly growing construction industry.

A second new program, which also began in September 2005, is the Health Informatics Post graduate Certificate Program designed for professionals in the information systems and health-care sectors. Information management is crucial to the effectiveness of an organization or sector. Graduates from this program will be trained and educated in an emerging area that is very much in demand.



"At the same time that we are learning the management theories behind the industry, we're being trained in the practical skills we'll need every day in the workplace. Also, the courses here were developed along with leaders of the hospitality industry, so I know that I'll leave this program with exactly the types of skills potential employers are looking for. Who knows, maybe one day I'll even start my own management company."

Alicia Paczek, 3rd Year Student, Hospitality Operations Management

"Practice makes perfect"

Organizations are increasingly looking for employees with practical know-how who can hit the ground running. George Brown College has built training partnerships in a variety of sectors with leading Canadian businesses and international clients from all over the world. Students get much more than "book smarts" from their programs, with practical experience including internships, work placements, externships, co-op placements and apprenticeships.

Take for example the College's history of apprenticeship training – during the last 30 years, GBC has trained more apprentices in Ontario than any other post-secondary institution. Even with such success, the College is constantly fine-tuning the kinds of practical experiences it provides. That could involve finding new industry and community partners for work placements, creating new types of internship or externship opportunities, or developing new programs. For example, in 2004-2005, GBC received approval for a new co-op apprenticeship model, and developed two new programs using this model. The first is the Mechanical Technician Co-op Diploma Apprenticeship in the Tool & Die Maker Program. The second is the Culinary Management Co-op Diploma Apprenticeship Program. The programs allow a student to become a journeyperson one year earlier than regular college programs, while at the same time earning a diploma.

Awards speak to GBC success

Over the years, GBC's programs have won accolades from the people it serves – students and employers alike. And the 2004-2005 academic year was no exception – the Registered Nurses Association of Ontario (RNAO) named George Brown College "Nursing Education Program of the Year" for 2004.

"This award demonstrates how students, staff and faculty have worked together in promoting professionalism," said RNAO's David McChesney. "Hopefully other schools will take a look at George Brown and ask, 'what are they doing and how can we do it?'"

CONNECT
Industry

EMPLOYEES WITH THE "RIGHT" CONNECTIONS

"When I found out all my teachers had worked in the marketing industry, I was ecstatic. Teachers were teaching me what I needed to know, it wasn't just straight out of the books."

Cindy Fong, Business Administration Program,
B108, Graduated 2002



Just as GBC programs are firmly rooted in industry, so are its teachers. GBC professors have years of experience in the subjects they teach and strong links to their profession. They are active members of their respective professional associations and community groups. This expertise and familiarity (with their fields) reap tremendous benefits for students.

GBC's skilled, committed and knowledgeable support and administrative staff further augment the strength of our faculty. Indeed, we could not deliver on our commitment to students without staff who work hand-in-glove with faculty to ensure the quality of the GBC learning experience.

Connections, connections, connections

Faculty experience keeps the programs current and relevant. They know what it takes to be successful in a particular career – and they make sure that they pass on that knowledge to their students. With close ties to their fields, faculty have extensive networks that help students find both training and employment opportunities. Faculty members also work with GBC co-op education officers, industry liaison managers, and clinical placement and apprenticeship program co-ordinators to further strengthen connections to industry. These relationships augment students' learning experience, making them even stronger candidates for employment.


For example, in February 2005, the Chef School finalized a partnership with Sobeys. The partnership will result in the

Compliments Cooking Centre, a new commercial product development lab to be built on the campus. The Centre, which forges a relationship between GBC, Sobeys and Nova Scotia Community College, will provide the company with access to additional industry expertise and students with even more industry-relevant experience.

Working together to attain excellence in teaching

In the 2004-2005 academic year, the College laid a firm foundation for attaining teaching excellence in "An Academic Strategy for 2005-2008." The builders of that foundation were the College's faculty and staff who were integral to the consultation and development process. To continue the solid work done in 2004, College president Anne Sado announced a Steering Team in February 2005 to guide the implementation of the strategy. The team comprising eight faculty, two support staff and six administrators struck Working Groups in five priority areas.

The Strategy outlines in detail specific actions that GBC will undertake to attain teaching and learning excellence. One such example is the identification and sharing of best practices in selected areas of teaching and learning strategies for applied education. The Strategy also cites the need to recruit/develop teaching staff who are 'dual professionals,' that are both highly skilled teachers and recognized experts in their sector. This combination is a key determinant of teaching excellence.



"The faculty is the reason it's the most renowned acting conservatory in the country...We were being trained by actors and directors from Stratford, Shaw, Soulpepper, and other top places, and they always made themselves available to us. I think that kind of dedication is why everybody from my class has been doing so well."

Dylan Taylor, 2003 Theatre Arts,
P100 graduate who co-starred with Jeff Bridges in *Tideland*

Crystal Apple Awards 2004

Valuing staff and recognizing accomplishments are critical elements in nurturing a productive learning community. At GBC the hard work and expertise of faculty does not go unnoticed, especially by students. 2004 saw more nominations for the Crystal Apple Awards than ever before. The annual awards program gives students an opportunity to nominate faculty members who they feel deserve college-wide recognition for being great teachers.

The final list of nominees recognized 60 faculty members – many of whom were nominated by more than one student. The nomination letters highlighted how their professors have motivated and challenged them, prepared them for their chosen career path and inspired them to become life-long learners. A selection committee panel at the Ontario Institute for Studies in Education at the University of Toronto reviewed the nomination letters and recommended this year's 12 award recipients. The college-wide Award went to Dianne Acey, a general education professor who has taught psychology and sociology at the College for more than 20 years.

RECOGNIZED BY PEERS AND INDUSTRY IN 2005

Barry Hemmerling of the Registrar's Office was honoured by the Committee of Registrars, Admissions and Liaison Officers for his work in organizing the Ontario Registrars' and OCAS forum, initiated to deal with processing and communication issues between the colleges and the application service.

John Higgins, Director of the Chef School, was named Champion of Education and Training by the Canadian Association of Foodservice Professionals. This award recognizes food-service professionals who contribute significantly to the way in which culinary education is researched, developed and delivered, as well as those who have improved industry processes or led positive change in the culinary arts.

Sharon Kinasz of the Registrar's Office was recognized by the Committee of Registrars Admissions and Liaison Officers for her leadership in helping revamp the online applications process offered by Ontario College Application Service (OCAS).

Donald Wright, a senior accountant in the Finance Division of the College, was the first GBC graduate and employee to be elected as Chair of the CAAT Pension Board, which serves the Colleges of Applied Arts and Technology of Ontario.

CONNECT
Employees

A SCHOOL THAT CONNECTS WITH ITS STUDENTS

George Brown's solid reputation comes from offering a wide range of programs and multiple pathways that respond to students' diverse learning needs. But we have also become known for how we support students throughout their educational journey – a journey that does not end with graduation.

As a constant companion on the road to success, we first work with students to decide on the right program. We prepare them for school with a variety of skills and literacy programs. We assist them with their job hunt. And then we help them hone their skills with professional development courses.

"One-stop" service shops contribute to increased student satisfaction

In 2004, GBC launched a new era in service excellence with the opening of the St. James Student Service Centre and the Casa Loma Student Service Centre respectively. These "one-stop" shops resulted from extensive feedback from staff and students – all directed at improving services at the College. As the first point of contact, a carefully trained Information Specialist Team provide information and referrals, and assist students with the most routine transactions.

Continuing Ed continues to expand...programs and minds

Many students take continuing education for enjoyment and personal interest, while others use continuing education classes to begin a new career path or to upgrade skills. The past year saw significant program expansion with almost 200 new and revised courses, and new or revised certificates to be launched in the 2005-2006 school year. These new offerings include diverse subjects such as municipal administration, professional development for community professionals, wine appreciation, interior decorating, and tour guiding.

First Summer Institute enriches the discussion of ECE

In addition to Continuing Education's regular professional development programs, GBC is also very active in more extensive initiatives. On June 23-25, 2004, the first annual Summer Institute on Early Childhood Development took place. Co-sponsored by the Centre for Early Childhood Development at George Brown College and the Atkinson Centre at OISE/UT, the Institute provided a forum for child care professionals, academics and policy advisors to gather to share the latest research. The Summer Institute featured some of the most respected thinkers in the field including Dr. Fraser Mustard and Dr. Janette Pelletier.

"Master Chef" Series – to everyone's taste

Another unique professional development program launched in 2004 was the "Master Chef" Series, which focused on excellence in the culinary and sommelier fields. It was designed to showcase international talent and provide educational opportunities for GBC students, faculty, the industry and food-lovers at large. The series included: professional development seminars with demonstrations and lectures for students and one for faculty; a development seminar for industry professionals; and a food enthusiast demonstration for the public. It culminated in a dazzling Gala Dinner prepared by guest chefs from Parma, Italy and a team of Toronto's finest chefs, with proceeds going to the Italian Culinary Arts Program Scholarship Fund.

Building Bridges

Many highly educated and skilled immigrants experience barriers that delay or prevent entry into the Ontario labour market. This situation impacts the province's ability to benefit from a pool of highly educated and skilled workers. In 2004-2005 the College made this issue a key priority. First, the College made "the integration of Toronto's growing immigrant population to the workforce and community life" an emphasis in the Academic Strategy.

"We always give George Brown graduates first priority when we're interviewing. They have the best practical training and the breadth of their knowledge helps them succeed at a wide range of jobs."

Cindy Simpson, Senior Vice President, Imago Restaurants Inc.

Secondly, GBC's Access Centre played a leadership role in the "Colleges Integrating Immigrants to Employment" or CIITE Program. Funded by the Ministry of Training, Colleges and Universities, the CIITE team identified barriers within the college system for internationally trained immigrants and the challenges faced by the colleges trying to serve them. It also made recommendations for improving pathways from pre-entry through employment transition and into the workforce. GBC is currently taking the lead on projects in two priority areas: Information and Advisement, and Language Proficiency.

ADDITIONAL ACCOMPLISHMENTS

GBC meets Ontario March of Dimes standards for accessibility

In its submission to the Rae Post-Secondary Review, the Ontario March of Dimes released the grading of accessibility plans at Ontario's colleges and universities. GBC was one of the colleges that met the March of Dimes standard.

Student input helps to define GBC's Academic Strategy

More than 130 representatives from a variety of student groups participated in the consultation sessions and provided invaluable input into the College's strategic direction.

Student Satisfaction

The 2005 Key Performance Indicators (KPIs) for GBC show that the proportion of students who are satisfied or very satisfied with George Brown education went up by 6.7 per cent from last year to 70.3 per cent. This is the highest rating GBC has scored since KPIs were introduced in 1999 and the increase was the second highest in the college system for 2004-2005.

Out of the mouths of babes – "Child Care Cooks 2004"

Hosted by the Centre for Early Childhood Development and the Chef School, the unique event was held to honour cooks in child care centres and included professional development workshops, cooking lessons and vendor displays.



CONNECT

Students



Health
in the
City

Technology
in the
City

Chefs
in the City

A COLLEGE THAT MAKES CONNECTIONS IN THE CITY

GBC students and staff take the responsibility of being "Toronto's City College" very seriously. This commitment is seen each year in the events, initiatives and developments that are either driven or supported by the College. Our involvement with the city takes on many shapes – all with a common goal of strengthening Toronto's economic, social and cultural development.

"Technology in the City 2004"

Held in March 2004, the third annual "Technology in the City" was a resounding success. The purpose of this multi-event initiative was to show middle and high school students, teachers, guidance counsellors, parents and the general public that focusing on the skilled trades and technology is a step in the right direction.

"Tech in the City" included: high school competitions, campus tours, student inventions, and a panel discussion, which highlighted the partnerships that work between industry, George Brown's Applied Technology faculty and students to support the city's economic realities and development.

"Health in the City" builds on "Tech in the City" successful formula

On February 3, 2005, GBC launched another successful "In the City" event – this time focusing on the need for unique, progressive health-care education. The delivery of health-care services is moving towards an integrated model. In response, the College is providing an innovative interprofessional curriculum to its students in all of these areas.

The purpose behind "Health in the City" was to give prospective students and community partners the opportunity to learn more about health-care career options, the evolving health-care system and how George Brown is addressing that evolution.

As part of the event, about 200 members of the health community participated in an exclusive symposium hosted by George Brown on "Transforming the Health-care System: The Education Gap." It provided an important platform to discuss the role that education needs to play in the health-care system, with a focus on future educational needs required to keep professionals in sync with health-care reform.

"Massive Change"

Expanding public perceptions lay at the heart of the "Massive Change" exhibition that was launched in April 2005 at the Art Gallery of Ontario and the Vancouver Art Gallery. In the Institute without Boundaries (IwB) program of George Brown College School of Design, students worked under the tutelage of renowned designer Bruce Mau in his studio. The focus of the first two IwB years of study was to contribute to the research and creation of the "Massive Change" exhibit. It explores the design ideas, projects, and inventions that are changing the world in areas of transportation, energy conservation and efficiency, sustainable housing, manufacturing, and the military.



Mauricio Araya, a teacher from Oakdale Park Middle School, brought his class of Grade 8 students to participate in "Health in the City" and get a head start on knowing what their futures can hold. "It's good to expose kids to different careers," Araya said. "Grade 12 is too late for them to decide what they want to do. They should at least have an idea of what's out there now."

A valued Toronto partnership gets even stronger

This fiscal year also saw the groundbreaking for the Young Centre for the Performing Arts, which will be the new home for both George Brown Theatre School and the Soulpepper Theatre Company. The George Brown Theatre School moved into the new facility in September 2005. Students will have the unique opportunity of studying and honing their skills in a professional environment, making the transition from student to performer seamless. This exciting initiative was made possible by a seven million dollar financial investment from the College; critical support from lead donor, the Michael Young Family Foundation; and a major contribution from the Province of Ontario.

A defining moment for Culinary Tourism in Ontario

Although GBC is focused on meeting the employment needs of the Toronto Region – initiatives to meet those needs often have broader impact. One such project was the first annual Culinary-Tourism Symposium, which took place on March 6th to 8th, 2005.

This creation was a joint effort between George Brown College, the Ministry of Tourism and Recreation, and the Canadian Institute of Advanced Culinary Arts. Representatives of the hospitality and tourism industry, as well as the agricultural food and beverage-producing sector, were invited to address the enormous potential of culinary tourism. The event included an opening day "Round Table" discussion and "Opening Night Showcase" followed by two days of panel discussions, presentations and networking.

ADDITIONAL ACTIVITIES

Engaging Toronto through the "City Life – Urban Learning" Series

In 2004, Continuing Education at George Brown College launched "City Life – Urban Learning" – a learning series that covers current ideas, trends, issues, urban affairs and culture, which fall into three main categories of life, culture and community.

Reporting on Toronto's "Vital Signs"

Since 2001, the Toronto Community Foundation (TCF) has been releasing an annual report card on the health of the city called "Vital Signs." In recognition of the alignment of TCF's goals with GBC's mission, George Brown College was pleased to host the release of the report.

A COMMUNITY CONNECTED TO ITS NEIGHBOURHOOD

At George Brown College, the concept of community radiates beyond the College walls to encompass people throughout the city, province and country. Indeed some of GBC's community efforts are directed at countries thousands of kilometres away.

GBC faculty and students have always contributed to worthy causes – not only financially, but also with their time, talents and hearts. And 2004-2005 was no exception. This commitment to community lies at the heart of GBC spirit and is a critical ingredient in the success of GBC graduates.

Team Touchdown for United Way

The United Way has always been an important part of the GBC community. Not only do many Community Service students do their placements at the agencies that receive United Way funding, but many staff and students also rely on these agencies to help them with issues of elder care, family support, socialization and housing. The 2004 United Way Campaign was more ambitious than any previous one – with a goal of \$95,000. The goal was surpassed with more than \$100,000 raised, making it the most successful United Way Campaign in the College's history.

"The real reward is seeing these people happy and so thankful for what you're doing."

Cassandra Capone, Hospitality Management Program, (commenting on volunteering with the "Out of the Cold" program.)

Fighting HIV/AIDS in Africa

In 2003 George Brown College made a commitment to host a fundraising event to support the Stephen Lewis Foundation in its fight against HIV/AIDS in Africa. That promise was honoured on October 20, 2004, when in celebration of International Education day, Stephen Lewis delivered a passionate speech to more than 1,000 students, staff and special guests.

The GBC community raised \$25,000, largely in donations from students and staff, which greatly exceeded the

College's \$15,000 target. As part of the event, Martha Glenny, co-ordinator of the Jewellery Arts program, and Sarah Temporale, a Jewellery Arts student, presented Mr. Lewis with a pin in the shape of Africa with the word "help" engraved across it. Faculty in the Jewellery Arts program designed the pins and students in the Production Techniques course volunteered to make the pins as a fundraising activity, which contributed \$3,000 to the cause.



Roméo Dallaire

"Mental Health in the City: Urban Innovations"

As part of World Mental Health Day on October 27, 2004, GBC and the Centre for Addiction and Mental Health sponsored an educational forum, "Mental Health in the City: Urban Innovations." The event was hosted by GBC's Access Centre. College staff, students and faculty, members of the mental health community, government representatives and business leaders focused on employment and housing issues for those with mental illness in an urban environment.



The forum was hosted by Former Toronto Mayor John Sewell, a long-time advocate for the disenfranchised in Toronto, with a morning session-kick-off by Bruce Mau, an internationally recognized designer and partner with the George Brown School of Design. The event also featured Lieutenant-General Roméo Dallaire who as the key note luncheon speaker passionately urged the audience not to "shun and move those of us who are damaged out of the way."

"George Brown graduates bring practical knowledge, experience and sensitivity to their work environment."

Anat Wertheim, Manager of Employment Services,
Jewish Vocational Services of Metro Toronto.

ACET Students make their debut at "Urban Innovations"

Students in the new Assistant Cook Extended Training program prepared the pre-event dinner and afternoon coffee for the 2004 "Urban Innovations" forum, making their first culinary appearance in public. Launched in April 2003, ACET is a pilot program that has been launched in partnership with the Centre for Addiction and Mental Health. Its goal is to help people with addiction and mental health histories take the first steps towards a job in Toronto's food service industry.

Peace of Cake 2004

For the second year in a row, George Brown staff and chef students spread some much-needed cheer in the form of tasty treats. With the help of Canadian peace-keepers in Toronto, they delivered more than 500 holiday gift baskets to St. Clare's Multi-faith Housing, the Yonge Street Mission, and Sunnybrook Hospital's Long Term and Veterans' Care unit. The baskets filled with fruitcake, fudge, shortbread cookies, and a greeting card were met with great appreciation by all recipients.

ADDITIONAL OUTREACH

"Hospitality/Homeless" Project

On a cold day in January about a dozen students from the Hospitality Operations Management program spent most of the day preparing salad, soup, pasta and meatballs to feed about 65 guests for the "Out of the Cold" program, which provides hot meals and shelter for the homeless.

GBC's response to tsunami

GBC tsunami assistance included donations to a variety of Canadian relief agencies and providing a variety of support mechanisms to help both staff and students within the GBC community who might have been affected. Students in the School of Design created hats for the college community to sponsor or purchase, with all proceeds going to the Student Association's Tsunami Relief Fund.



Stephen Lewis



Bruce Mau

CONNECT
to Neighbourhood

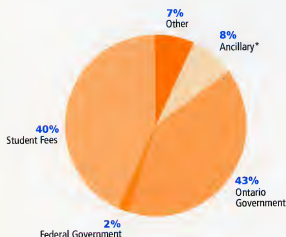
FINANCIAL PICTURE

During the fiscal year 2004/05, the College's total expenditures were \$153.5 million, which funded academic and support services for 14,000 full time post secondary students and 2.2 million student contact hours in part-time activity. Revenue for the same period was \$160.8 million which generated a positive operating result.

Our financial performance was supported by a very successful fundraising campaign completed by the Faculty of Technology. Our "Tech in the City" Partnership Campaign raised \$5.8 million – exceeding our goal by \$800,000. Funds raised are supporting our learning environment and providing significant scholarship and financial support for students.

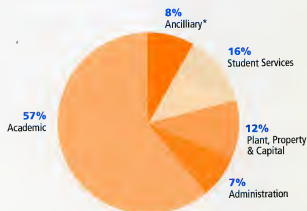
The College's operating fund balance (Reserves) before employment-related provisions as at March 31, 2005, was \$15.5 million or about 10% of the operating revenue, of which \$9.2 million has been identified to support strategic initiatives. The College policy on reserves, set at 10% of the operating revenue, is designed to invest in our future, hedge against any risks associated with the Enrollment mix and cope with emergencies such as major facility equipment repairs.

Revenue by Source



* Ancillary includes bookstore, daycare and cafeteria commission.

Operating Expenditures



GOVERNANCE INFORMATION

Board of Governors 2004 – 2005

Shirlee Sharkey, Chair
Geri Markvoort, Vice Chair
Chris Boyle
Irene Chu
Ita Ferdinand-Grant

Gordon Gow
Mary Lawson
Cynthia McDonagh
Randy McLean
Noella Milne

Anne Sado (President, Ex Officio)
Marjorie McColm
Maureen O'Halloran
Michael Garreau

KEY TO '05 – '06 SUCCESS

ACADEMIC EXCELLENCE

- Deliver Academic Strategy commitment plan 2005-2008 and implement 2005 recommendations
- Improve student satisfaction

STUDENT EXPERIENCE

- Improve student service through expansion of "one-stop" concepts
- Improve Student Satisfaction scores across all programs
- Develop, implement and measure retention strategies across all programs
- Improve Access through IT and Service Centres

BUSINESS DEVELOPMENT

- Develop alternative revenue streams
- Initiate new partnership development opportunities especially internationally
- Increase ROI through new product offerings
- Deliver Health Sciences Repositioning

DIVERSITY

- Deliver Immigrant and Internationalization Strategy priorities
- Improve understanding and responsibility in college community; establish priorities and implementation plan

BUILDING THE BRAND

- Complete and implement GBC Positioning
- Establish and communicate position
- Define college name and architecture
- Implement visual identity
- Establish benchmark measurements
- Improve awareness of GBC among target audiences

FINANCIAL VIABILITY

- Direct the development and positioning of an Advancement program designed to meet the strategic needs of GBC
- Meet compliance standards of the Ministry

CONNECT

to Success



CONNECTED

George Brown
The Toronto City College

georgebrown.ca